



Transforming the Army's Civilian Workforce: A New Vision

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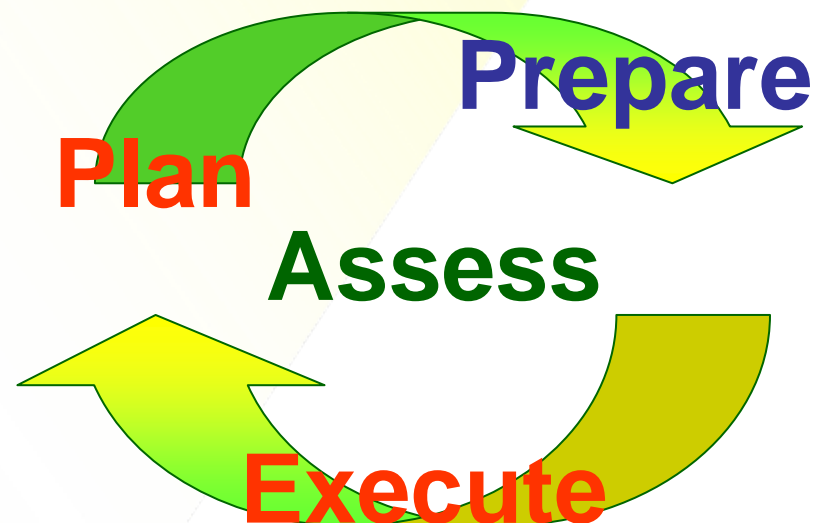


Agenda

- **Secretary of the Army's new vision for Army Civilians**
- **Army Senior Fellows Program**

- **Mission**
- **Program**
- **Typical Fellows IDP**
- **Senior Leadership involvement**
- **Applying**
- **Values**

- **Take Aways and Contact Info**



**Building the Army's
21st Century Civilian Workforce**



Army Leaders for the 21st Century (AL21)

- **AL21 – a SECARMY and CSA initiative**

- Improve education, training, and assignments for Army Civilians
- Establish **career** management and **career path** development for Army Civilians
- ✓ Military models used to establish pathways for future success

Multi-skilled Leader

- Strategic and creative thinker
- Builder of leaders and teams
- Competent full spectrum warfighter or accomplished professional who supports the Soldier
- Effective in managing, leading, and changing large organizations
- Skilled in governance, statesmanship, and diplomacy
- Understands cultural context, and works effectively across it



Personifies the Warrior Ethos in all aspects, from war fighting to statesmanship to enterprise management ... It's a way of life.

Leader Attributes

- Sets the standard for integrity and character
- Confident and competent decision-maker in uncertain situations:
 - Prudent risk taker
 - Innovative
 - Adaptive
 - Accountable
- Empathetic and always positive
- Professionally educated and dedicated to life-long learning
- Effective communicator



Civilian Corps Vision

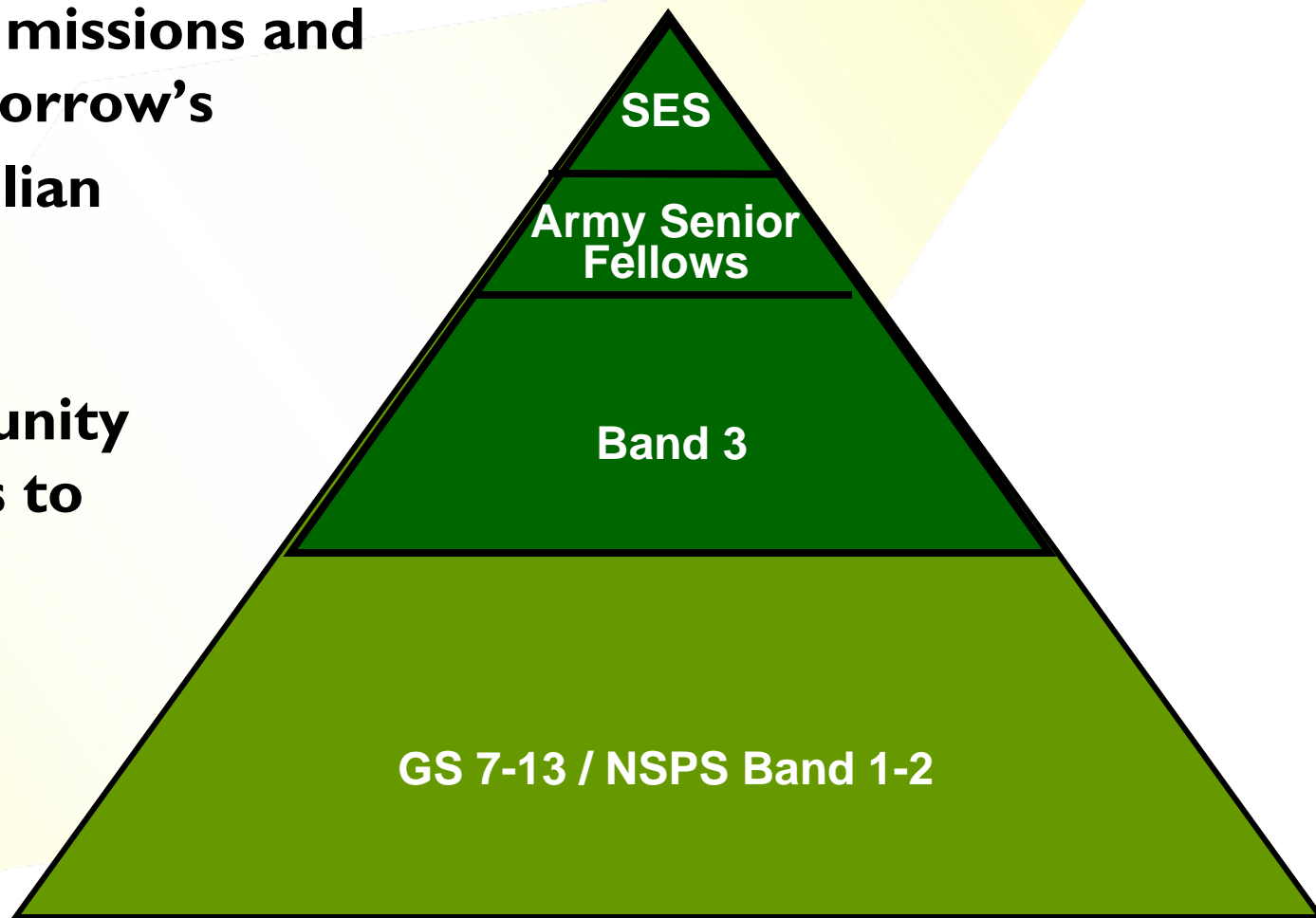


The Army Civilian Corps is a vital part of the Army's contribution to our nation's security and is critical to the Army's success in peace and war. To sustain this essential resource, we will create an **enterprise-wide lifecycle Human Capital Management System** to recruit, train, educate, develop, promote and retain talent in the **Army Civilian Corps of the future**, and align the workforce with Army's goals and missions.



Civilian Corps Career Progression

- **Attract the nation's best to serve as Army Civilians**
- **Support today's missions and prepare for tomorrow's**
- **Sustain The Civilian Workforce Contribution**
- **Provide Opportunity for our Civilians to Advance**
- **Create interchangeable leaders**





Army Senior Fellows Program

ASF Mission

Identify civilian talent early, and use diverse experience and educational opportunities to groom future Senior Executives with leadership and management skills to complement their General Officer counterparts. Guide and diversify Army Senior Fellows to become adaptable, dynamic executives who are experts in the business of running the Army.

***Building the Bench for
AL21 Civilian Leadership***

**Experience
+ Education**

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**Leader Development
+ Succession Planning**

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Talent Management



Army Senior Fellows Program

Three Components

- **Education**

- Long term education
 - ✓ Senior Service Colleges, fellowships, and other education
- Mid and short length training

- **Executive assignments**

- Opportunities with DOD, Office of Personnel Management, Department of Commerce, Department of Energy, Joint Staff, Office of Secretary of Defense, Unified Combatant Commanders, HQ Department of the Army, Army Commands

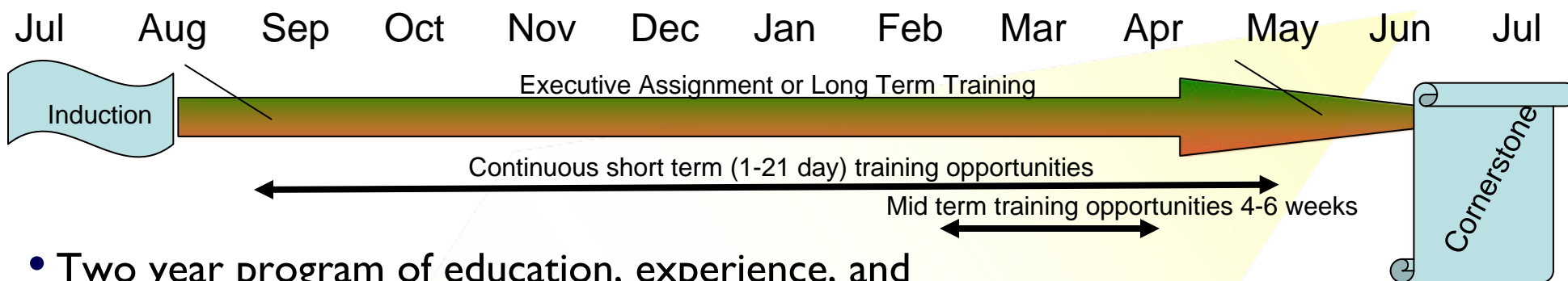
- **Executive Mentorship**

- Matches fellow to federal and industry executive
- Oversight by professional mentorship team

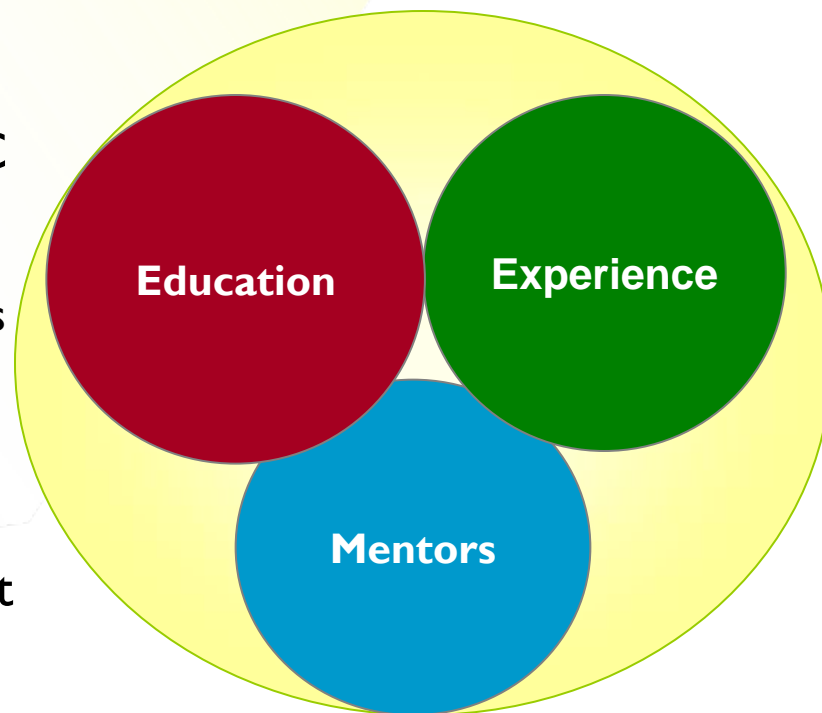




A Typical Individual Executive Development Plan



- Two year program of education, experience, and leadership assignments, and mentorship
 - Fellows without Senior Service College (SSC) will be offered (as available) a SSC experience
- Fellows with SSC will be considered for post SSC Fellowship or will get a minimum of 2 executive assignments
 - Ideal length for assignment is considered 9 months - shorter assignments considered
- Fellows should anticipate up to 270 days from homestation during their ASF tenure
- Following completion of two years in the program, ASFs will enter the Graduate Placement Program





Requested Senior Leader Support

- **Serve as mentors to Army Senior Fellows**
- **Encourage high-potential civilian talent to apply**
- **Create challenging leadership assignments**
 - **Ideal / Best** – Temporary assignment in a Senior Executive billet
 - **Better** – Responsibility above the GS-15 but below the SES level under the supervision and **mentorship** of Senior Executive or General Officer
 - ✓ Assignment should challenge the Senior Fellow, improve their Executive Core Qualifications, and serve the organization's need for a high quality leader to undertake a high priority, high visibility mission
 - ✓ The ASF would lead and supervise GS-14 and -15 level employees
 - **Good** – Temporarily fill a GS-15 / Senior Band 3 position under the supervision and **mentorship** of a Senior Executive or General Officer
 - ✓ Assignment should challenge the Senior Fellow, improve their Executive Core Qualifications, and serve the organization's need for a high quality leader





Characteristics of Successful Army Senior Fellow Applications

- **Basic**

- All requirements addressed and submitted in the checklist order (<http://cpol.army.mil/library/train/catalog/ch04asfp.html>)
- Perfect spelling and grammar
- Use the OPM ECQ formula of Context, Challenge, Actions, Results

- **Performance**

- Evidence of life long learning and leadership training
- A steady career progression
- A record of outstanding performance appraisals and awards
- Assignments to task forces, boards, and special details that reach beyond normal duties

- **Exposure**

- Exceptional letters of Recommendation from senior level leaders
- High command rating





Army Senior Fellow Application Timeline

Candidate and Command Timeline

JULY 2009

Late July 2009 -- Assignment to Program

Late April 2009 -- ASF selections announced

March 2009 -- Army Senior Fellow Selection Board

30 JAN 2009 -- Command nominations must be at DA

Commands mail or email rank ordered nominations
to reach HQ DA by 30 JAN 09

Commands convene panels to evaluate and rank
order candidates -- TBD (Nov/Dec 08)

Candidates forward package to POC as
directed by your Command -- TBD (NOV 08)

Candidates -- request Letters of
Recommendation -- SEP 08

Candidates start work on
applications -- Request
sealed Transcripts NOW

NOW -- Sept 2008

HQDA Timeline

Army Senior Fellows Program



Army Senior Logo and Values



Signifies the character of our Fellows and our Program

The words “**Army Strong, Family Strong**” is strength

Blue background represents “**fidelity**”

White lettering for “**integrity**”

Gold border for “**valor**”

On border for “**our nation**”



Two sets of stairs represents our “**multiple and diverse**” paths leading upward

“**Building the Army’s future leaders**” through the ASF Program of

Education – Leadership Experience – Mentorship



Take Aways

- **Many emerging and exciting opportunities for civilians**
 - Civilian value fully recognized by Army leadership
 - Talent Pool management
- **Army Senior Fellow Program**
 - Unique opportunity to accelerate career growth
 - ✓ Performance
 - ✓ Image
 - ✓ Exposure
 - Start preparing now
 - Contact information:
 - ✓ Email: Seniorfellows@hqda.army.mil
 - ✓ Website <http://www.army.mil/ArmyBTKC/asf/>
 - ✓ Telephone (703) 602-9004
- **Questions?**





How to Apply

- **Applications instructions are found in the Army Civilian Training, Education, and Development System (ACTEDS) catalog, located at <http://cpol.army.mil/library/train/catalog/ch04asfp.html>.**
- **Applications must be submitted through chain of Command to the Department of the Army.**
 - **Applicants should check with their local Command regarding internal application deadlines.**
- **The Army will announce program selections in April 2009. The new fellows will transfer to a YC-3 position in the Deputy Under Secretary of the Army, Army Senior Fellows Office in late July 2009. Duty station will be determined at the time of selection.**



Army Senior Fellows Program

What's in the words –

Fidelity

- ❖ *Definition*-- observance of promises, duties, loyalty.
- ❖ *Synonyms*-- precision, faithfulness, rigor, meticulousness
- ❖ *Antonyms*-- disloyalty

Integrity

- ❖ *Definition*-- adherence to moral and ethical principles; soundness of moral character; honesty
- ❖ *Synonyms*-- rectitude, probity, virtue.
- ❖ *Antonyms*-- dishonesty

Valor

- ❖ *Definition*-- boldness or determination in facing great danger, esp. in battle; heroic courage
- ❖ *Synonyms*-- intrepidity, spirit
- ❖ *Antonyms*-- cowardice

"Our" Nation

Definition-- a large body of people, conscious of its unity to seek or to possess a government peculiarly its own



Army Senior Fellows Program

Army Strong a unique brand of strength.

True strength of our Army is the **strength that lies within each and every Soldier**. It is harder to see, but it is this strength that makes the U.S. Army the preeminent land power on earth.

Being Army Strong is about much more than being physically fit. It is **mental and emotional strength**. It is the **confidence to lead**. It is the **courage to stand up for your beliefs**. It is the **compassion to help others**. It is the desire for **lifelong learning**. It is the **intelligence to make the right decision**. It is making a difference for yourself, your family, your community, and our nation.

It is the strength that comes from **challenging training, teamwork, shared values, and personal experience**.

A Soldier's time in the Army may come to an end, but he or she will always be Army Strong because the lessons learned and values gained are timeless. These lessons and values will serve as a springboard to life beyond the Army and will last a lifetime.